



Town of Arlington, Massachusetts
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School Committee Minutes 11/10/2011

Approved January 26, 2012

*Arlington School Committee
Thursday, November 10, 2011
6:30 p.m.*

*Arlington High School
School Committee Room – Sixth Floor
869 Massachusetts Avenue
Arlington, MA 02476*

Present: Ms. Cindy Starks, Chair, Dr. Kirsi Allison-Ampe, Vice Chair, Mr. Judson Pierce, Secretary, Mr. Jeff Thielman, Mr. Joseph Curro, Jr., Ms. Leba Heigham, and Mr. William Hayner.

Dr. Kathleen Bodie, Superintendent, Ms. Diane Johnson, Chief Financial Officer, Mr. Robert Spiegel, Human Resource Officer, Ms. Siobhan Foley, AEA Representative and Mr. Alexis Moisand, Student Representative and Ms. Karen Fitzgerald, Administrative Assistant

Absent: Dr. Wallis Raemer, Interim Assistant Superintendent, Interim Special Education Director, and AAA Representative.

Mr. Pierce arrived at 6:35 p.m.
Mr. Thielman arrived at 7:05 p.m.
Ms. Foley arrived at 7:33 p.m.
Mr. Curro arrived at 7:34 p.m. and exited at 9:02 p.m.
Mr. Spiegel exited 7:44 p.m. and returned at 7:46 p.m.

Mr. Curro apologized for this tardiness and leaving early and said it was a professional emergency.

Ms. Starks opened the meeting at 6:34 p.m. and spoke about the Hardy/Thompson students Art on display to enrich our School Committee Room.

Public Participation

Mr. Len Kardon, asked the School Committee members to consider the long-term leadership for Arlington as they prepare the Superintendent's Evaluation tonight. He recommended that Dr. Bodie provide the Arlington Community members with more communication on town-wide issues and would like to know where the leadership wants to go.

Ms. Heigham moved to table the FY 12 Budget Line Items for Approval and Superintendent's Evaluation and move to the Superintendent's Report, seconded by Mr. Hayner.

Roll Call: Mr. Hayner, Ms. Heigham, Mr. Pierce, Dr. Allison-Ampe and Ms. Starks voting Yes

Voted: 5-0

Superintendent's Report

Dr. Kathleen Bodie was enthused to report that Arlington Public Schools received the Advanced Placement Program's Annual AP District Honor Roll for the districts' success and efforts to expand AP access, performance, and commitment to increase student achievement. Dr. Bodie congratulated Remy Pontes, AHS junior, member of Varsity Hockey and Baseball teams for winning second place in the 11th Annual MIAA Student Sportsmanship Essay/Multimedia Contest. Dr. Bodie informed the committee that PMA Consultants sent out a letter from the Thompons School Building Committee on the Demolition and Hazardous Abatement Update. Dr. Bodie said Today's Students Tomorrow's Teachers will be having an informational meeting on November 21, 2011 at 5 p.m. in the AHS Media Center.

Ms. Heigham moved to table Subcommittee & Liaison Reports, seconded by Mr. Pierce.

Voted: 5-0

Consent Agenda

Mr. Hayner moved to approve the Consent Agenda, Approval of Warrant # 12059, Dated 10/27/2011, Total Warrant Amount \$576,531.22 and Approval of School Committee Minutes: October 13, 2011, seconded by Ms. Heigham.

Voted: 5-0

Secretary's Report

Secretary's Report 9-8-11 (correspondence from 10/27/11-11/10/11)
Email from Susan Willis concerning AHS and 22 Mill Street, Arlington, MA Vacant Land Parcel
Email forward from Karen Fitzgerald about EDCO Collaborative Legislation Talking Points
Email from Dr. Bodie concerning Bunsen Burner Leak at AHS.
Email forward from Karen Fitzgerald regarding BoS Agenda 11.7.11.
Email forward from Karen Fitzgerald regarding HS art student exhibition.
Email forward from Karen Fitzgerald regarding invitation to participate in the Veteran's Day Parade this Friday the 11th.
Email from Dr. Bodie concerning storm damage and AHS evacuation.
Email forward from Dr. Bodie regarding Congratulations, Arlington Schools - College Board AP Honor Roll Recognition.
Email from Anna Watson regarding Day of Dialogue Letter.
Email from Dr. Bodie regarding Ottoson technology teacher, Allison Oropallo, who was featured in The Boston Globe on November 4th.
Email from Karen Fitzgerald with additional materials for our meeting tonight.
Email forward from Karen Fitzgerald with message from Mr. Hayner.
Email from Miriam Stein regarding the next Superintendent's Diversity Advisory Committee meeting with Superintendent Kathy Bodie on Wednesday, November 16, at 4:00pm
Email forward from Dr. Bodie concerning Thompson School demolition update.
Email from Chair Starks concerning the last School Committee meeting.
Email from Chair Starks asking us to forward our interest in serving on the redistricting committee.
Email from Chair Starks asking us to forward our interest in serving on a committee to discuss having teachers send their children to APS schools.
Email from Dr. Bodie giving us information about professional development.
Email from Mr. Hayner and response from Dr. Bodie concerning document requests.
Email from Miriam Stein regarding a seminar: What do students learn about race in today's high schools-Sunday, November 13 11:45-2pm.
Email from Dr. Bodie concerning certifications.
Email from Mr. Hayner requesting time on the agenda for request for the production of documents relative to evaluation of the superintendent.
Email from Ms. Fitzgerald with notice and agenda for November 7, 2011 Policies and Procedures Subcommittee Meeting.
Email forward from Ms. Fitzgerald regarding MIAA Student Sportsmanship Essay Results
Email forward from Ms. Fitzgerald regarding 27th ANNUAL METCO DIRECTORS' CONFERENCE scheduled to take place on December 2, 2011.
Invitation from Interim Principal Villano regarding Day of Dialogue Letter.
Email from parent about ASC Policies and Procedures Subcommittee Meeting, Agenda item SEPAC Yahoo group
Email from Karen Fitzgerald with School Committee Agenda for tonight.
Information concerning schedule for the November 1st Professional Development Day.
AHS newsletter
Brackett School Newsletter
Public Notice of Arlington Community Media's 2011 annual Meeting which took place last night.
SC 11-10-2011 11:02:01

Ms. Heigham moved the approval of FY 12 Budget Line Item Administration Total \$2,727,271, seconded by Mr. Pierce.

Voted: 6-0

Ms. Heigham moved the approval of FY 12 Budget Line Item Other Total \$5,716,112, seconded by Mr. Hayner.

Voted: 6-0

The FY 12 Budget Line Item "Other" includes Facility, IT, All Fuel, Transportation, Custodian/Maintenance, Regular Education Transportation and Homeless Transportation, per Ms. Johnson.

Ms. Heigham moved the approval of FY 12 Budget Line Item Reserves Total \$730,534, seconded by Mr. Hayner.

Voted: 6-0

Mr. Heigham moved the approval of FY 12 Budget Line Item Grants & ARRA Total \$2,480,805, seconded by Mr. Hayner.

Voted: 6-0

The committee members suggested to Ms. Johnson that she should include on the spreadsheets where in the budget it showed \$15,000 for TSTT, and they would like to see the Circuit Breaker balance, and to have the budget be more visible to where the changes were made from FY 12 Town Meeting Budget to FY 12 Budget Line Items dated 11/10/2011 being presented tonight. The School Committee members are also hoping to change funding for Circuit Breaker and said this would shift our budget.

Dr. Allison-Ampe asked Ms. Johnson to provide the School Committee members with detailed information on pass through money in the Warrants, in which, the committee members sign each meeting.

Subcommittee & Liaison Reports

Ms. Heigham moved to remove the Subcommittee & Liaison Reports from the table at 7:26 p.m., seconded by Mr. Hayner.

Voted: 6-0

Policies & Procedures

Mr. Judson Pierce gave the First Reading of JLCF- Head Injuries and Concussions.

Thompson Building Committee

Mr. Thielman commented on the Thompson Building Committee letter recently sent out to inform residents of the demolition which will soon begin.

Budget

Dr. Allison-Ampe, Budget said the Finance Committee agrees to change the Circuit Breaker funding and will continue the discussion with the subcommittee.

Community Relations

Ms. Heigham said she would contact and set up to meet with Ms. Brigggett, who would like to be recommended to the Arlington Human Rights Commission, in a Community Relations Subcommittee meeting before bringing a recommendation forward to the full committee for the School Committee Appointment.

DA/CIA

Mr. Thielman said the subcommittee did not meet.

Athletic Advisory Committee

Mr. Curro said the Policies and Procedures Subcommittee is considering adding the Athletic Advisory Committee as a Standing Committee and will not put forth a motion at this time.

Appointments

Mr. Hayner moved to approve Ms. Stark's recommendation to have Ms. Heigham serve on the Redistricting Committee, seconded by Mr. Thielman.

Voted: 7-0

Mr. Curro moved to approve Ms. Stark's recommendation to have Ms. Heigham and Mr. Hayner serve on the committee to discuss with union representatives about Arlington Public School teacher's enrolling their children in Arlington schools, seconded by Dr. Allison-Ampe.

Voted: 7-0

Mr. Hayner will be attending the METCO Conference and will be reimbursed for attending.

Community Relations

Mr. Pierce moved the Community Relations Subcommittee to meet with Dr. Bodie, Ms. Carol Kowalski, Director of Planning and Community Development to discuss surplus of property at 22 Mill Street, Arlington, MA, seconded by Mr. Curro.

Voted: 7-0

Ms. Heigham moved to remove the Evaluation of the Superintendent from the table, seconded by Dr. Ampe.

Voted: 7-0

Superintendent's Evaluation

Ms. Starks, Chair of the Arlington School Committee said The School Committee acknowledges that an evaluation of the Superintendent's performance as the Committee's executive officer and as the administrator of the public school system is a key task.

Each committee member will be invited to speak to each section of the evaluation instrument. The Chair has the discretion to institute a time limit for Committee members' remarks. Prior to the public evaluation, members of the Committee may complete the written evaluation instrument described in CBI-E. However, any notes or written evaluations read or referred to in the public evaluation shall become part of the public record.

Committee members are also reminded that their evaluations are public documents; they should refrain from personal attacks, and strive to maintain a respectful tone befitting of civil discourse.

The evaluation is divided into three sections. The first evaluates the Superintendent on core competency categories that capture a widely held view of the scope of superintendent responsibilities. The second section evaluates the Superintendent on progress made on yearly district goals approved by the School Committee. The third and final section permits School Committee members to provide general and summary comments about the Superintendent's performance.

Committee members must provide "commendations" and "recommendations" for each core competency or yearly goal. Committee members are reminded that these evaluations are public documents.

Section III Summary Comments

Attached: K. Allison-Ampe, J. Curro, W. Hayner, J. Pierce, J. Thielman, and C. Starks, written evaluations in alphabetical order for 2010-2011 Dr. Kathleen Bodie's Superintendent Evaluation. Ms. Heigham did not submit any written evaluation but her comments are included on the last page.

File: CBI-E

SUPERINTENDENT EVALUATION TOOL Kirsii Allison-Ampe, MD,

The evaluation is divided into three sections. The first evaluates the Superintendent on core competency categories that capture a widely held view of the scope of superintendent responsibilities. The second section evaluates the Superintendent on progress made on yearly district goals approved by the School Committee. The third and final section permits School Committee members to provide general and summary comments about the Superintendent's performance.

Committee members must provide "commendations" and "recommendations" for each core competency or yearly goal. Committee members are reminded that these evaluations are public documents.

Committee Member: Kirsii Allison-Ampe, MD, Date: November 10, 2011

Section I: Core Competencies

1. Committee-superintendent relations

The Superintendent keeps the School Committee informed on issues, needs and the operation of the

school system. S/he offers professional advice to the School Committee on items requiring School

Committee action, with appropriate recommendations based on thorough study and analysis. The

Superintendent maintains a professional working relationship with the School Committee, and

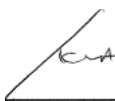
interprets, supports and executes the intent of all School Committee policy and goals and objectives of

and provides recommendations as requested

Commendations

I commend the Superintendent on her patience, her endurance and her hard work:
her patience in dealing with the disparate personalities that have made up the School Committee
(SC).
her endurance in working through the difficulties of the past year

her hard work as evidenced by the many meetings attended and her long hours at work



Recommendations

I would recommend improved follow-up on motions and directives from the SC. Our schools would be better served by more attention by the Superintendent to timely follow-up on SC motions and directives, whether they were addressed to the Superintendent or her staff.

2. Educational-professional leadership

The Superintendent is active in visualizing and analyzing new ideas, methods, and technologies. S/he demonstrates understanding of state and federal laws and Department of Education regulations. The Superintendent assures that a balanced program of professional development is provided to enhance curriculum, staff performance, and student learning. S/he inspires all staff to achieve the highest possible professional standards, and s/he assesses, designs, recommends and implements curriculum consistent with the mission and priorities of the Arlington Public Schools. The Superintendent understands and keeps informed about all aspects of state and national

priorities of the Arlington Public Schools. The Superintendent understands and keeps informed about all aspects of state and national educational activities which have the potential for affecting the Arlington Public Schools. The Superintendent develops and implements educational and organizational strategies that are effective in meeting the needs of a diverse student body.

Commendations

I commend the Superintendent on the Collaborative Learning teams and on the way she has been able to work professional development into some of the grants APS has received.



Recommendations

Continue the work as outlined in the recent Corrective Action Plan to address underserved populations.



3. General District Management

The Superintendent makes a concerted effort to reach out to all cultural, racial and linguistic groups in the school system. S/he identifies opportunities to improve organization's performance and facilitates constructive change. The Superintendent provides an environment and culture where creativity, exchange of ideas, responsible risk taking and experimentation are shared, valued and practiced, and s/he maintains high standards of ethics, honesty and integrity.

Commendations

I commend the Superintendent on the District's timely completion of the Anti-Bullying plan, something many districts were unable to achieve.

Recommendations

I suggest that meetings (of the Superintendent or her SpEd director) with groups of parents concerning Special Education topics would be helped by posting the meeting time and having minutes recorded, though not required legally.

4. Personnel Management

The Superintendent develops and oversees the execution of sound personnel procedures and practices, and applies procedures and techniques as required by contract and law in the supervision of staff. S/he clearly defines roles and responsibilities of Central Office employees and other administrators. The Superintendent sets high, consistent expectations and standards for effective staff performance and holds every employee accountable for meeting them. S/he obtains input from parents, staff, and community groups when hiring key administrators (e.g., principals, Assistant Superintendents, etc.). She works effectively with collective bargaining units to ensure high quality teaching and learning in our schools.

Commendations

I commend the Superintendent in:
-enabling her staff to go after State and other monies to augment local funds for renovation and rebuilding of our school buildings
recognizing the need for more Human Resources administrative help

-the achievement of contracts with the teachers union and several other unions



Recommendations

No specific recommendations.

5. Community & Public Relations

The Superintendent strives to maintain community respect and support for the school system, promotes partnerships among parents, businesses, and other community agencies, and assesses the needs of parents and community members and involves them in decision-making. The Superintendent is an effective spokesperson for the school district, and s/he works effectively and cooperatively with other town leaders and agencies. S/he plans, initiates and carries out activities to inform community of the mission, goals and accomplishments of the system and responds effectively to identified problems of all groups and individuals

Commendations

I commend the Superintendent on:
-the FY11 Budget book for Town Meeting, which was created and distributed at the opening of the session and received many kudos from TMM and the public
her newsletters
the initiation of her ACMI show

her presence at so many town events



Recommendations

-the APS website is in need of updating and FAQ creation, to make it easier for the public to use.
Questions I have seen surface over the past months include kindergarten fee information, kindergarten enrollment procedures, information about 5th grade science camp, afterschool options, but these are only a sample.

the newsletters would be even more helpful if they were more frequent and covered less material.



6. Business and finance operations

The Superintendent effectively plans for all the financial needs of the school system including programs, staff, facilities, equipment and supplies. S/he controls expenditures with a high degree of efficiency, within budget limitations, and obtains maximum return of investment. The Superintendent, either individually or through a member of his or her staff provides clear, concise presentation and explanation of the budget and budget process. S/he informs the School Committee of the budgetary implications of administrative decisions in a timely manner. The Superintendent and her staff keep the School Committee informed of the district's financial status and budgetary implications of administrative decisions in a timely manner. The Superintendent oversees the development and execution of procedures to assure the safe and orderly maintenance of all facilities. S/he communicates with school building committees and effectively manages all school-related capital projects.

Commendations

I commend the Superintendent in:

- enabling the Business office to go after other sources of project funding from the State
- the creation of the new Chart of Accounts and the improved financial reporting
- the creative timing of the Thompson Building project schedule, which will save Arlington money

Recommendations

I recommend that financial reporting continue monthly as it was last year.

Section II: Major District Goals

Major District Goal 1: 21st century academic/social/vocation

success via improved achievement in reading, writing, mathematics

and much more (my contraction of actual goal)

Commendations

I commend the Superintendent on the district's completion of the great majority of the initiatives under this goal.



Recommendations

I recommend that future goal completion documents contain significantly more detail than "initiative 1-10 completed." This would be helpful to the public to better understand the broad scope of work that is being done and to the Committee, when called upon to discuss efforts toward improving achievement in the Arlington Public Schools.

I recommend that discussion of targets not met (example 3rd grade reading proficiency) be included in goal documents.

Major District Goal 2: increasing communication (my

contraction of actual goal)

Commendations

I commend the Superintendent on the completion of the Anti-Bullying plan, her ACMI television program and her newsletters. I also commend the Superintendent and her staff on the greatly improved financial budget information now available on-line.

Recommendations

Covered under Section 5, above.

Major District Goal 3: tools/infrastructure/system (my
contraction of actual goal) ,

Commendations

I commend the Superintendent on the new Chart of Accounts and improved monthly financial reporting, and on the Districts quick response enabling extra grant funding from the DESE, Fall 2011.

Recommendations

I recommend better communication with the SC about here we are now on the Technology plan and the next steps that are to be token.

Major District Goal 4: n/a

Major District Goal 5: n/a

Section III Summary Comments

1. Summary Commendations and Recommendations

Please provide additional commendations and recommendations and summary comments below:

Commendations

I again commend the Superintendent for her very hard work over the past year. She has been a very visible administrator for the Arlington Public Schools.

Recommendations

Recognizing that the Superintendent sees herself as a conductor, providing conditions for her team to work collaboratively, I would recommend reevaluating the administrative team. I would suggest more top-level staff (ie increasing the Assistant Superintendent back to LO), off-loading some of the duties currently assumed by the Superintendent, and enabling more of a focus on direction, visioning and the big picture. In sum, creating a shift toward assuming a captain's role, beyond than that of a conductor.

Summary Comments

I have not addressed the deficit that occurred at the end of FY2010 and the role of the Superintendent, as this specific issue was addressed appropriately in a disciplinary hearing back in March 2011.

My comments are purposely kept brief given the time constraints involved in conducting an evaluation in open session.

Kirsi Allison-Ampe, MD, SUPERINTENDENT EVALUATION TOOL

Joseph A. Curro,

The evaluation is divided into three sections. The first evaluates the Superintendent on core competency categories that capture a widely held view of the scope of superintendent responsibilities. The second section evaluates the Superintendent on progress made on yearly district goals approved by the School Committee. The third and final section permits School Committee members to provide general and summary comments about the Superintendent's performance.

Committee members must provide "commendations" and "recommendations" for each core competency or yearly goal. Committee members are reminded that these evaluations are public documents.

Committee Member: Joseph A. Curro, Jr. **Date:** November 10, 2011

Section I: Core Competencies

1. Committee-superintendent relations

The Superintendent keeps the School Committee informed on issues, needs and the operation of the school system. S/he offers professional advice to the School Committee on items requiring School Committee action, with appropriate recommendations based on thorough study and analysis. The Superintendent maintains a professional working relationship with the School Committee, and interprets, supports and executes the intent of all School Committee policy and goals and objectives of and provides recommendations as requested.

Commendations

The Superintendent has provided the Committee with frequent updates regarding emergency situations at school buildings, particularly those requiring evacuation or community safety personnel response.

During my tenure as Chair, the Superintendent engaged in weekly meetings for the purpose of reviewing agendas and discussing District matters that might require School Committee briefing or decisions.

The Superintendent participated fully in two Superintendent-School Committee retreats during this review period, and she agreed to the presence of an outside facilitator for the first such retreat.

Recommendations

I recommend a continuation of efforts to ensure timely communication and escalation to the full School Committee of serious issues requiring their attention. The most significant lapse in this regard during this evaluation period was the FY 2010 shortfall, which has been discussed at length. Steps should be taken to ensure that the Committee is proactively briefed on cases that are likely to generate public interest and questions, and the Superintendent is encouraged to reach members by email, phone call, or - as appropriate - in open or executive session.

The Superintendent is encouraged to work with the School Committee Administration Secretary to develop a calendar of requested

The Superintendent is encouraged to work with the School Committee Administrative Secretary to develop a calendar of requested reports and actions - not only those dictated by policy, but also those that are the subject of individual Committee votes. An example of the latter is the recent request for a more comprehensive class size report, which takes into account all students in a classroom.

The Superintendent is encouraged to work with the Chair and the Administrative Secretary to ensure that a greater proportion of documents and presentations for regular School Committee meetings is available to be included in packets on the Monday before the meeting, such that members might be better prepared for discussion. In particular, there is often valuable information worthy of discussion in the Superintendent's report, and a written synopsis in the packets would be helpful.

2. Educational-professional leadership

The Superintendent is active in visualizing and analyzing new ideas, methods, and technologies. S/he demonstrates understanding of state and federal laws and Department of Education regulations. The Superintendent assures that a balanced program of professional development is provided to enhance curriculum, staff performance, and student learning. S/he inspires all staff to achieve the highest possible professional standards, and s/he assesses, designs, recommends and implements curriculum consistent with the mission and priorities of the Arlington Public Schools. The Superintendent understands and keeps informed about all aspects of state and national educational activities which have the potential for affecting the Arlington Public Schools.

The Superintendent develops and implements educational and organizational strategies that are effective in meeting the needs of a diverse student body.

Commendations

Under Dr. Bodie's leadership, there have been a number of new initiatives, including the Lucy Calkins writing program, the Tools of the Mind pilot for kindergarten, Assessing Mathematical Concepts, *Teaching American History* and others.

Many of our schools have been honored (e.g., Stratton Blue Ribbon, commendation schools, etc.) for high growth and/or achievement, and our high school received particular honors for the participation and performance in AP classes.

Professional development programs and collaborative learning teams have leveraged the talent of current staff and outside expertise and have encompassed topics including bullying prevention and technology.

Recommendations

The Superintendent should ensure that measures in the District's Corrective Action Plan -including professional development around SEI, student restraint, and student confidentiality - are carried out fully.

The Superintendent should develop plans to shore up curriculum leadership, moving further in the direction of permanent, full-time leadership (i.e., away from the part-time, interim leadership model that has dominated over the past years in key areas).

The Superintendent should conduct or arrange for a briefing of the School Committee on new state regulations around staff evaluation, providing timelines and the implications for Committee decisions and District action.

3. General District Management

The Superintendent makes a concerted effort to reach out to all cultural, racial and linguistic groups in the school system. S/he identifies opportunities to improve organization's performance and facilitates constructive change. The Superintendent provides an environment and culture where creativity, exchange of ideas, responsible risk taking and experimentation are shared, valued and practiced, and s/he maintains high standards of ethics, honesty and integrity.

Commendations

The Superintendent has worked closely with her Diversity Advisory Committee to proactively reach out to job candidates of diverse backgrounds and with other Town leaders in drafting plans to respond to human rights violations within the school community and beyond. TSTT

The Superintendent has overseen complicated facilities upgrades at Thompson and Stratton, as well as the first stage of technology upgrades prescribed by the District's most recent technology plan.

The Superintendent has assembled a strong administrative team of principals and other leaders, who - by all accounts - work very well together in a mutually supportive environment.

Recommendations

The Superintendent is encouraged to develop plans to build up the "bench" of permanent, full-time leadership to ensure capacity in day-to-day operations and long-term planning and to protect the District in the event of the Superintendent's unexpected unavailability.

The Superintendent should consider a strategic planning process that:

- o Maps enrollment and demographic projections to facilities and staffing needs.
- o Is aligned with redistricting efforts.
- o Considers the educational and financial benefits of District reconfiguration.
- o Incorporates a multi-year blueprint for curriculum and program enhancements.
- o Learns from best practices adopted by other Districts.

4. Personnel Management

The Superintendent develops and oversees the execution of sound personnel procedures and practices, and applies procedures and techniques as required by contract and law in the supervision of staff. S/he clearly defines roles and responsibilities of Central Office employees and other administrators. The Superintendent sets high, consistent expectations and standards for effective staff performance and holds every employee accountable for meeting them. S/he obtains input from parents, staff and community groups when hiring key administrators (e.g., principals, Assistant Superintendents, etc.).

She works effectively with collective bargaining units to ensure high quality teaching and learning in our schools.

Commendations

The Superintendent gained approval for a full-time, dedicated human resources professional, filling a large gap in the District's operations, and she oversaw efforts to implement MASBO recommendations around the upgrade of job descriptions and development of a formal organization chart for the Business Office.

The Superintendent played a leading role in sometimes protracted contract negotiations, which were concluded with multiple units during this evaluation period.

The Superintendent has consistently included key stakeholders on search committees for principals and other leaders.

Recommendations

As stated previously, the Superintendent should develop a plan to move us closer to permanent, full-time leadership in curriculum and other key leadership positions and should

- wherever practicable - reduce the reliance on interim staff, Some representative areas for attention are: '

- o The search for a permanent special education director and concomitant School Committee instructions to actively involve SEPAC and the Committee at appropriate junctures.
- o The articulation of a plan and timetable for transitioning to permanent leadership at Stratton.
- o The rebuilding of staff capacity in the role of Assistant Superintendent for Curriculum and Instruction.
- o An examination of sufficiency of current staffing in department leadership positions.

The Superintendent should ensure that any new job descriptions are presented to the School Committee for consideration and approval and that any proposed descriptions include upon initial presentation:

- o A copy of any dated job descriptions that would be replaced.
- o Proposed salary range, as well as current salary for comparable positions (if applicable).
- o Relevant organizational charts.

5. Community & Public Relations

The Superintendent strives to maintain community respect and support for the school system, promotes partnerships among parents, businesses, and other community agencies, and assesses the needs of parents and community members and involves them in decision-making. The Superintendent is an effective spokesperson for the school district, and s/he works effectively and cooperatively with other town leaders and agencies. S/he plans, initiates and carries out activities to inform community of the mission, goals and accomplishments of the system and responds effectively to identified problems of all groups and individuals.

Commendations

The Superintendent is very visible at school and community events and meetings and makes an effort to visit classrooms and interact with staff, students, and families.

The Superintendent has initiated a newsletter and a community access cable show.

The Superintendent has met with a number of groups to hear grievances concerning District actions or policies.

Recommendations

The Superintendent should consider recasting newsletters as shorter, more frequent, and more regular communications - perhaps in the form of a blog - as a means to deepen and broaden public engagement, and she should consider dissemination of communications through a variety of modern tools, including RS S feeds and social networks.

Prior to the rollout of a major initiative, such as the recent relocation of Thompson students or upcoming redistricting initiatives, the

Superintendent should draft a communications plan to ensure that all affected populations receive detailed proposals in a coordinated fashion.

The Superintendent and the School Committee should consider renting a booth at Town Day to meet members of the public and to share information about the Arlington Public Schools.

6. Business and finance operations

The Superintendent effectively plans for all the financial needs of the school system including programs, staff, facilities, equipment and supplies. S/he controls expenditures with a high degree of efficiency, within budget limitations, and obtains maximum return of investment. The Superintendent, either individually or through a member of his or her staff provides clear, concise presentation and explanation of the budget and budget process. S/he informs the School Committee of the budgetary implications of administrative decisions in a timely manner. The Superintendent and her staff keep the School Committee informed of the district's financial status and budgetary implications of administrative decisions in a timely manner. The Superintendent oversees the development and execution of procedures to assure the safe and orderly maintenance of all facilities. S/he communicates with school building committees and effectively manages all school-related capital projects.

Commendations

The Superintendent - along with the Chief Financial Officer — has overseen implementation of Powers and Sullivan recommendations, partial implementation of MASBO recommendations for changes in financial management and related procedures, implementation of new monthly financial control reports, and conservative budgeting practices, which should allow in part for the replenishment of reserves and help to avoid a repeat of the FY 2010 shortfall.

The Superintendent - along with the Chief Financial Officer — led the District's annual budget presentation to the Finance Committee, which was very well received, and she followed up with a November 2011 interim meeting.

The Superintendent has chaired the Thompson Building Committee and has actively

engaged in negotiations and discussions with Town and State officials to push forward the Thompson rebuild and major Stratton renovations.

Recommendations

The Superintendent should continue to aggressively pursue measures to not only tighten financial controls and forecasting, but to bolster confidence in the District's sound financial management.

The Superintendent should work with the School Committee to ensure that in future years -even those with uncertainty such as we have seen — finalized budgets are presented for School Committee vote and posting to the District web site more expeditiously than we have seen this year.

As noted previously, the Superintendent should engage in a long-term strategic planning process, which will inform the work of developing the Town's next multi-year financial plan.

Section II: Major District Goals

Major District Goal 1: *Ensure all Arlington students are well prepared for academics, social, emotional, and vocational success in the 2^{1st} century.*

Commendations

The Thompson Elementary School made AYP in all subgroups.

Lucy Calkins, Math RTI, and *Teaching American History* curriculum were introduced to varying degrees.

Anti-bullying policies, procedures, and training were introduced comprehensively.

Recommendations

Undertake professional development and other initiatives - some of which are outlined in 2011-2012 District goals — to address student science achievement in elementary school.

Aggressively pursue grade 7-math intervention program and other measures as outlined in 2011-2012 District goals and objectives.

In drafting next year's goals and working with the high school principal on a new program of studies, consider ways to more directly address "vocational success," potentially through the expansion of practical curriculum offerings.

Major District Goal 2: *Create systems for increased communication and collaboration across the district*

Commendations

The Parent Portal was implemented at the high school.

Monthly budget updates have been posted to the District web site.
Comprehensive REMS information was produced.

Recommendations

Ensure that translation of documents - as prescribed in the District's Corrective Action Plan - takes place for the District's four most prominent non-English language groups.
Push forward with the deferred action item of creating an Inclusion Design Team.
Consider previous recommendations regarding recasting of Superintendent's newsletter into a series of shorter, more frequent communications.

Major District Goal 3: *Provide the tools, infrastructure and systems to support district initiatives and learning environments*

Commendations

The feasibility study for the Thompson rebuild was completed, and the project is now moving forward into implementation.
Monthly budget reports and new position control and chart of accounts documents have been developed.
Implementation of reduced-maintenance, cloud-based technology tools has been completed.

Recommendations

The interim redistricting report was less than expected, and it is hoped that this new phase of redistricting planning will produce concrete artifacts, that might be shared with the School Committee on an ongoing basis.
A concerted effort around the longstanding goal of implementing and actively utilizing a district calendar to prevent scheduling conflicts should be pursued.
Training around use of cloud-based productivity tools should be offered on a regular basis to assist new employees and to provide a refresher for veterans.

Section III: Summary Comments

Summary Commendations and Recommendations

Please provide additional commendations and recommendations and summary comments below: **Commendations**

The Superintendent is an experienced educator, who genuinely cares about teaching and learning and the welfare of both students and staff.
The Superintendent has consistently acted in a respectful manner in public forums with

School Committee members and other officials.
The Superintendent has overseen a number of impressive academic achievements in schools throughout the District.

Recommendations

The Superintendent should concentrate on the following areas, each of which has been previously described:

- o Develop plans to move away from an over reliance on interim, part-time leadership in the District.
- o Consider communications refinements to deepen and broaden engagement with the community and bolster confidence in the school system.
- o Undertake a strategic planning process to map enrollment and demographic trends against a vision of teaching and learning and concomitant resource needs.

Summary Comments

This evaluation period has been marked by deep lows and great highs. The single greatest challenge has been the FY 2010 shortfall, which was accompanied by communications lapses and flawed budgeting assumptions. I am gratified that extensive steps have been taken to build up financial controls and reporting, and that a combination of conservative budgeting, taxpayer support for a Proposition 2-1/2 override, and some welcomed decisions by the State have placed us on a more solid fiscal footing, allowing us to replenish reserves and consider other District needs.

At the same time that we have faced so much fiscal uncertainty, our students and staff have performed at high levels, garnering an impressive list of honors and awards, including a number of coveted regional, state, and national recognitions.

The Superintendent - along with the team she has built and led - deserves credit for the many successes of the Arlington Public Schools. At the same time, I have every hope and confidence that recommendations from me and my colleagues will be taken to heart and pursued as a means of building on our much strength, striving for continual improvement, and leaving many of our recent problems further in the past.

Joseph A. Curro,



**Superintendent Evaluation
Presented by William J. Hayner
November 10, 2011 for the School year 2010-2011**

I would like to say at the outset that I have stated to the Policy Committee that there are items in the Core Competencies areas of the Superintendent's Evaluation tool that are not measurable in an objective manner. This is not a criticism of the Policy Sub-Committee. It is my opinion. Saying this, when I get to those sections, I will simply state **NOT MEASURABLE**.

The Superintendent is to be commended in her response to the Core Competencies and the District Goals, but a few of these responses

went beyond the evaluation period 2010-2011 into the next year. My evaluation will be reflective of just those items relating to those in the 2010-2011 year.

The Superintendent has provided documents and information to the Committee to help us in this evaluation. I will refer to some of these as seen below. I will not be reading them but they will be part of my evaluation.

Time may not permit me to verbally present my complete evaluation. I will be submitting my complete evaluation to the School Committee

Secretary and I assume it will be available with the complete Superintendent's Evaluation as a Public Document on the School Committee web page once it is compiled and posted.

Section I: Core Competencies

Committee-superintendent relations

Commendations:

I accept and commend the Superintendent on many of the comments she provided us in this area. (see below)

I feel that I have a very good working relationship with the current Chair, as well as the previous Chair. The views and priorities of the Committee are conveyed accurately to the Administrative Team and in reverse as well.

As Superintendent, I have ensured to the best of my ability the application of District policies and the execution of Committee directives.

Committee members are regularly informed about District news and provided with information sent to me by outside organizations, including MASS and DESE that are relevant to the work of the Committee.

I attended almost all of the Subcommittee meetings held in 2010-2011 (see attached list. While Budget Subcommittee not checked, I attended all but two meetings).

As your representative, I attended a11 38 Bouris arbitration sessions (over two years) which usually ended between 5:00 and 6:00 pm and 16 of the 28 Coughlin arbitration sessions (over three school years). My office, the Director of Technology and I responded to all of the documents requests from our attorneys that required a substantial commitment of time.

Recommendations:

I do feel that in the area of Needs and Operation of the School System that the superintendent, during the evaluation period, has been in a re-active mode and needs to be more pro-active e.g. building facilities (**note: this seems to be something she is already doing and I hope will continue to be more pro-active in this area.**)

In the area of Professional Advice to the Committee, I feel that the superintendent does a superb job regarding educational issues but needs to become more aware of school law and regulations so that advice can be given in a timelier manner.

Educational-professional leadership

There are seven areas within this section to evaluate. Five of them have terms that make them **NOT MEASURABLE** because of their subjective nature. They are "...is active visualizing...", "...demonstrates an understanding...", "...inspires...", and "... keeps informed..."

Commendations: I commend the Superintendent on the other two sections (see below)

The Superintendent assesses, designs, recommends and implements curriculum consistent with the mission and priorities of the Arlington Public Schools

The Superintendent develops and implements educational and organizational strategies that are effective in meeting the needs of a diverse student body.

Recommendations:

The Superintendent demonstrates understanding of state and federal laws and Department of Education regulations. This section is an area of concern that I will address in later recommendations.

General District Management

There are three areas within this section to evaluate. One of them has a term that makes it **NOT MEASURABLE** because of its subjective nature. The term is "...makes a concerted effort...". There was also an item in this section that I was not able to comment on (see Recommendations below).

Commendations:

The superintendent is to be commended in all the work, time and effort that resulted in the Thompson project being moved from the feasibility stage to approval.

She, as the leader of the administrative staff, is to be commended for preparing for the move and start of the new year in three different schools.

I would also like to recognize her leadership in all the work done at the Stratton School and the Technology Plan.

Recommendations:

I would like the superintendent to have had some supporting evidence regarding the third item in this section, (see below).

The Superintendent provides an environment and culture where creativity, exchange of ideas, responsible risk taking and experimentation are shared, valued and practiced, and s/he maintains high standards of ethics, honesty and integrity.

Personnel Management

There are 5 areas within this section to evaluate. One of them has a term that makes it **NOT MEASURABLE** because of its subjective nature. The term is "...works effectively with ..."

Commendations:

The superintendent is to be commended for establishing and maintaining a professional atmosphere with the Central Office and administrative staff.

The superintendent is to be commended for recommending and hiring a very talented Human Resources director that has

resulted in the involvement of the entire school community in the hiring process.

Recommendations:

The superintendent needs to become more aware of the aspects of CONTRACT LAW regarding the specific contracts of principals. State law Chapter 71 Section 59B states:

The superintendent of a school district shall appoint principals for each public school within the district at levels of compensation **determined in accordance with policies established by the school committee.**

PROFESSIONAL STAFF CONTRACTS AND COMPENSATION PLANS File: GCB School Committee Policy states: The School Committee determines the compensation to be paid professional employees in the following ways: 2. Principals and central office administrators are compensated at rates set by the Committee after the Superintendent has made his or her recommendations.

EMPLOYMENT OF PRINCIPALS File: GCB

Principals shall be employed by the Arlington Public Schools under individual contracts of employment. Said contracts shall be submitted to the School Committee for their approval of all terms concerning compensation/benefits, prior to the formal presentation of a contract of employment to the Principal. The compensation/benefit levels, above referenced, may be exceeded only with the approval of the School Committee.

There are several principal contracts that have compensation listed at \$100,000 per annum yet several of them are receiving salaries of \$105,000. Also, there is no record of the School Committee voting these increases as required by law and policy.

Evaluations of administrators need to be done annually. There are several administrators who did not receive their evaluations or did not have their evaluations completed within the last school year.

Community & Public Relations

There are three areas within this section to evaluate. One of them has a term that makes it **NOT MEASURABLE** because of its subjective nature. The term is "...strives..."

Commendations:

The superintendent is to be commended for the informative newsletters that she has sent out to the community and her collaboration with ACMI in the production of the multi-series "From the Superintendent's Corner".

The superintendent is to be commended under this section for the utilization and advancement of technology in our system by:

- establishing the parent portals at the middle school and high school providing parents and guardians with quick access to their children's academic progress,
- establishing the Alert Now informing parents about absences,
- New self-service list server allowing parents to sign-up for e-mail

Recommendations:

Reporting results of parent input at meetings needs to be reported accurately.

There was a meeting resulting in many parents seeking time during Public Forum in questioning what the Superintendent reported back to the Committee. The parents' interpretations were supported by two Committee members.

Business and finance operations

There are seven areas within this section to evaluate. Two of them have a terms that makes them **NOT MEASURABLE** because of their subjective nature. The terms are "...effectively...", and "...high degree of efficiency..."

Commendations:

The superintendent and the entire staff that deals with the finances of the school system are to be commended for all their work in dealing with the issues of transparency.

Recommendations:

The states requires the School Committee to make an annual detailed report on the conditions of the schools MGL. C.72, sec. 4

The committee shall annually make a detailed report of the condition of the public schools, containing such statements or suggestions relative thereto as it considers necessary or proper. It shall cause said report to be printed, for the use of the inhabitants, in octavo, pamphlet form, of the size of the annual reports of the department. The superintendent of schools shall transmit two copies thereof to the commissioner on or before April thirtieth, and shall deposit one copy in the office of the town clerk.

This needs to be done

This needs to be done.

The seven remaining recommendations by MASBO and Powers that have been agreed to should be implemented as soon as possible.

The two recommendations regarding agreements with the town are in process. Please present to the committee those things that require our support to get them done.

Section II: Major District Goals

Major District Goal 1:

Commendations:

The superintendent and staff are to be commended for the continued growth in achievement throughout the academic areas at all grade level.

The superintendent and staff are to be commended for completing all the initiatives in the academic areas (see below):

Reading K-8: Initiative 1-10 of 10 completed

Math K-8: Initiatives 1-4 out of 4 completed

Writing K-12: Initiatives 1-5 out of 5 completed

Science K-12: Initiatives 1-2 out of 2 completed
Social/Emotional Climate in all schools: All Initiatives completed

The initiatives surrounding bullying need separate commendation to the superintendent and staff because of their importance to the entire school community.

Recommendations:

I would like to see specific evidence supporting the statements of initiative completion besides the MCAS data.

One of the initiatives was to develop a School Committee policy consistent with anti-law by June 2011. The current Policy on anti-bullying is dated October 26, 2010. I have been informed that the protocols and procedures are more recent and that Cindy Bouvier worked very hard on them last year. We need to have this finalized and have our policy updated as soon as possible to be in compliance.

Major District Goal 2:

Commendations:

All the issues in this goal regarding bullying have been addressed earlier. This goal addresses the communication aspect I would like to commend the superintendent and the staff on a job well done here as well.

Communication between district and community initiatives shows a good beginning.

Recommendations:

This goal's first initiative "Improve communication between the schools and parents" focused on bullying which is very important but there are other areas that occurred during the evaluation period that need comment:

- Communication between the Special Needs administration and parents needs to improve. (Note: this seems to be something that is already going on with the new administrator and I hope will continue.)
- Initially there was a lack of communication between the administration and the Athletic Advisory Committee regarding fees and what the fees were being used for. This too, has been resolved but the time of the administration and committee could have been better spent if communication was better.

The section Improve Special Education collaboration initiatives 1 and 5 were not attained as desired. I will strongly support the superintendent in achieving them as soon as possible.

Major District Goal 3:

Commendations:

The superintendent is to be commended in taking advantage of technology to train staff and make available tools to improve the efficiency of the school system.

Recommendations:

I have not been able to find the Interim redistricting report that was to be completed by December 2010, in School Committee minutes.

Section III: Summary Comments

Summary Commendations and Recommendations

Summary Comments:

During this evaluation I have avoided opinion words but feel that this is the time to give my opinion of the superintendent's performance.

I believe strongly that Dr. Bodie is a caring educator who acts in what she believes is the best interest of the children, staff and the entire school community.

No one should expect the superintendent to be an expert in all areas related to operating the school system. All good administrators need to rely on the expertise of those they hire to provide input prior to making decisions. Some of the decisions that the superintendent has made during the past year were based on information that should have been better researched by those giving it or by the superintendent before acting on it. I would recommend that the superintendent take a long look at the background and the history of those who advise her.

I would recommend that the superintendent make herself more aware of those education regulations and laws that deal with personal contracts, those aspects of Chapter 150e that deal with interaction between administrators and members of a collective bargaining unit, and the open meeting law requirements dealing with record keeping at all levels of the school district.

William J. Hayner

Section 1 Core Competencies

Judson Pierce 11/10/11

- 1) Committee-Superintendent relations. Dr. Bodie's regular emails, open door policy, occasional

phone calls keep me informed on issues, needs and the operation of the school system. She

offers professional advice to the School Committee on items requiring SC action, with

appropriate recommendations based on thorough study and analysis. She maintains a

professional working relationship with the SC and interprets, supports and executes the intent

of all SC policy and goals and objectives and provides recommendations as requested.

Commendations-Dr. Bodie knows the importance of team and that it takes many to run an effective school department. She works

with us and she works with her staff to create and foster a better environment for our students. She attends subcommittee meetings and advises us.

Recommendations: sometimes news comes to us slower than optimal. For example the FY 10 budget shortfall should have been communicated to us earlier and in a much more vocal fashion. Perhaps more Superintendent newsletters or weekly update emails would be helpful.

Educational-professional leadership. Recommendation: Dr. Bodie could be more active in articulating her vision for the district. Commendations: She is taking an active role in analyzing new ideas, methods and technologies as evidenced by her participation in the DESE sponsored Superintendent's Induction Program and MASS professional development events during the school year and summer. She shared this information with the Administrative Team. Lucy Calkins writing program has been a fantastic new curriculum tool and the new Kindergarten Tools of the Mind promises good things to come.

General District Management. She reaches out to all cultural racial and linguistic groups in the school system. As the SC liaison to the SDAC I see this first hand, she attends the monthly meetings and shares ideas. She promotes and advocates for new programs like TSTT and coffees and discussions about how to bring in more of a diverse community to our teaching and leadership. She has managed to get the new Thompson School project as well as the significant Stratton improvements moving forward. However, an earlier communication to all stakeholders would have helped ease the transition. I'd like to see her more proactive in articulating a facilities maintenance and improvement plan, perhaps assembling a committee of stakeholders to regularly study our infrastructure and make recommendations to our budget team at the school and town levels. I'd like to see a bit more flexibility and creativity here, such as changing some of her plans for the Thompson relocations based on numbers and parent, teacher and principal input. I'd also like to have seen an earlier and better management of our pockets of higher class size. She knows the importance of technology, upgrading the web infrastructure moving to Google environment, rebuilding core network infrastructure, new virus protection service.

Personnel Management. Contracts were settled with AEA and AA, hiring of a new HR Officer, hiring of a great new principal of the Bishop Elementary School. This was a team process with forums a representative search committee on sight visits by the finalists, reference checks and interview with the Superintendent. I am pleased with the job manuals that are being created in the Central Office. I would like to see a renewed and stronger effort made in obtaining input from all stakeholders including parents, staff and community groups when hiring key administrators for example the hiring of our Interim SPED director, though I was pleased with taking some input and using this year to come up with a new SPED team hierarchy. I would have liked her to recommend and put in her budget for this year for an Assistant Superintendent because Dr. Bodie is doing more work than any one Superintendent can handle on her own with a .25 assistant.

Community and Public Relations. I am pleased that she collaborated with ACMI to produce the multi-series "From the Superintendent's Corner" which highlighted different programs in the District. I'd like to see her have a public relations/marketing person in the Central Office to better articulate her vision and actions. I'd also like to see more newsletters about the accomplishments initiatives and grants that we achieve as it seems as though the community only knows when crisis occurs and is not as well informed about the weekly progress and positive things happening in the District. Dr. Bodie does invest time in attending meetings such as the monthly Town Manager's Department Head meetings to maintain a strong and positive working relationship with all town department. I am pleased with Dr. Bodie's support and work on the Override campaign, she helped communicate that the District's needs were real and the seven years of cuts had taken their toll on our schools. The school forums during the winter/spring about the budget process were informative and well done and I hope that these will continue.

Business and Finance Operations-the FY 10 budget shortfall was a large problem but out of it came better planning for all the financial needs of the school system including programs, facilities, equipment and supplies. Such as position control system, the implementation of new chart of accounts and monthly financial reports that are provided to our SC meetings and are available on the District website.

Section II-Major District Goals

1) Ensure all Arlington students are well prepared for academics, social, emotional, and vocational success in the 21st century. I am particularly pleased with the expansion of non-fiction reading across the curriculum using Teaching American History resources in Grades 3-5 and the Response to Intervention tiered reading support in K-6. Similarly I am happy that the K-2 Math RTI initiative began. I am a bit saddened about AYP not being met in some grades, e) improve the social/emotional climate in all schools. I was pleased to be a part of the subcommittee who researched and proposed a policy on bullying. We could not have done so without the hard work and support of Dr. Bodie and her team, particularly Cindy Bouvier. These protocol, guidelines and policy were done well before the state required these to be fulfilled. I am also heartened to have seen that there were programs on the calendar for parents such as the Michael Thompson evening workshop for parents regarding de-stressing.

Create systems for increased communication and collaboration across the district, a) improve communication between the schools and parents. This has been going on but more needs to be done in this area. Many times parents do not know what is going on and then find out too late for any meaningful corrections or reconsideration to take place. B)improve communication between district and community. Maybe some op-eds for the Advocate would help here. We need better public relations. For example, the

question of athletic fees and what is going to what was poorly handled and could have been easier to address in simple terms such as the fees go to the cost of the coaching, all else is borne by the district.

Provide the tools, infrastructure and systems to support district initiatives and learning environments. Budget tracking system such as position control, reviewing and updating purchasing procedures, singular budget format for all stakeholders and updated and expanded chart of accounts these initiatives were completed. Redistricting report and news of the placeholder plan have been slow and many are left confused about this and the deadlines for accomplishing same.

Section III- Summary Comments

Dr. Bodie has been in Arlington for several years and as our Superintendent for over 3. She handles herself with dignity and grace even during some of the most trying of times. She is constantly working, as I've been up to the sixth floor late at nights at her office light is on and her door is open. She has knowledge and experience that is useful for this district in our pursuit for a better school system for our children. Sometimes Superintendents tell us things we do not want to hear or think about. They tell us the tough news as well as the good news. We rely on honesty and transparency. I believe our Superintendent is honest though I think our systems require better transparency. I believe we need to be more pro-active than reactive. I believe that Dr. Bodie is working towards these goals and this is evidenced in a better run and more clearly understood business office. Her leadership would be better were she to have an Assistant like Dr. Raemer who is simply around her more. I am pleased that she has held her position on subjects that she believes should be followed but sometimes more collaboration and a less fixed stance would be helpful. It's okay to admit you got it wrong and have learned from the mistake. People understand that. It is not okay to simply stay in an immovable spot at all times. There are many different views on how to effectively run our district, I am happy with Dr. Bodie's view of 21st century education for all of Arlington's children.

Judson Pierce 11/10/11

1. Committee-Superintendent Relations

Jeff Thielman

Commendation: Superintendent is very strong in keeping the School Committee informed of current issues, concerns, and trends. Relationship with current and past chair is positive. Superintendent is present at most subcommittee meetings.

Recommendation: Would like to see a greater focus and more reporting on Student Growth Percentiles - we need to evaluate what value the school is bringing to our students. We have high number of Advanced & Proficient students, but what is the growth?

2. Educational Professional Leadership

Commendation:

- i. Supt. keeps current with trends/policies in education, and is involved with Supt. Induction program,
- ii. Governor and MA Department of Elementary and Secondary Education identified AHS, and three elementary schools (Brackett, Peirce & Stratton) as commendation schools for high growth in student achievement,
- iii. Strong performance on AP tests, more AP courses offered, and greater AP participation among student

Recommendations:

- i. Pay greater attention to Special Education issues. Ensure that all staff receive professional development that prepares them to respond to a broad range of learners, including SPED students.
- ii. Would like to see a greater focus and more reporting on Student Growth Percentiles - we need to evaluate what value the school is bringing to our students. We have high number of Advanced & Proficient students, but what is the growth?

3. General District Management

Commendation

- i. Thompson moving forward; \$20 million approved by TM
- ii. Stratton improvements made with funds from the MSBA Green Repair program
- iii. Technology Plan completed
- iv. Inclusive school district, Supt. Reaches out to all constituencies
- v. Environment feels very collaborative

Recommendation

4. Personnel Management

Commendation

- i. Staff feel valued
- ii. Contracts settled
- iii. New Human Resources Manager

Recommendation

- i. Hire a full-time Assistant Superintendent
- ii. Hire full-time K-12 Dept. heads in Math, Language Arts and Science - need this level of support
- iii. Too many interims
- iv. Hire a SPED Director

5. Community & Public Relations

Commendations

- i. Visible, at all meetings
- ii. Good presence

Recommendations

- i. Religiously publish a biweekly newsletter that is sent by email and available on the website. It could be biweekly reports to SC.

6. Business & Finance Operations

Commendations

- i. Improvements in system - MASBO report, much implemented

7.

- Good detail in new budget document
- New purchasing procedures

- iv. Good at doing more with less

Recommendations

- i. Need a capital plan

Jeff Thielman

Members will be given no more than 2 minutes to speak in each section.
No member is to disagree or dispute anything said by another. #2
We will rotate who starts each section

File: CBI-E

SUPERINTENDENT EVALUATION TOOL

The evaluation is divided into three sections. The first evaluates the Superintendent on core competency categories that capture a widely held view of the scope of superintendent responsibilities. The second section evaluates the Superintendent on progress made on yearly district goals approved by the School Committee. The third and final section permits School Committee members to provide general and summary comments about the Superintendent's performance.

Committee members must provide "commendations" and "recommendations" for each core competency or yearly goal. Committee members are reminded that these evaluations are public documents.

Committee Member: Starks Date: 10/30/2011

Section I: Core Competencies

1. Committee-superintendent relations - Bill Hagner

The Superintendent keeps the School Committee informed on issues, needs and the operation of the school system. S/he offers professional advice to the School Committee on items requiring School Committee action, with appropriate recommendations based on thorough study and analysis. The Superintendent maintains a professional working relationship with the School Committee, and interprets, supports and executes the intent of all School Committee policy and goals and objectives of and provides recommendations as requested.

Commendations

- the superintendent is in constant contact with members via email and phone and via personal meetings

Recommendations

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- sometimes misinterpretations of SC intentions are made - both sides need to work at making sure requests are clear

2. Educational-professional leadership - Leba Heyham

The Superintendent is active in visualizing and analyzing new ideas, methods, and technologies. S/he demonstrates understanding of state and federal laws and Department of Education regulations. The Superintendent assures that a balanced program of professional development is provided to enhance curriculum, staff performance, and student learning. S/he inspires all staff to achieve the highest possible professional standards, and s/he assesses, designs, recommends and implements curriculum consistent with the mission and priorities of the Arlington Public Schools. The Superintendent understands and keeps informed about all aspects of state and national educational activities which have the potential for affecting the Arlington Public Schools. The Superintendent develops and implements educational and organizational strategies that are effective in meeting the needs of a diverse student body.

Commendations

- Dr Bolie has created a cohesive K-12 administrative team that works well together
- staff have many opportunities for professional development that enables them to enhance their teaching
- all staff and administration are held to a high professional standard

Recommendations

3. General District Management - Joe Cuervo
Arlington Public Schools

(2)

The Superintendent makes a concerted effort to reach out to all cultural, racial and linguistic groups in the school system. S/he identifies opportunities to improve organization's performance and facilitates constructive change. The Superintendent provides an environment and culture where creativity, exchange of ideas, responsible risk taking and experimentation are shared, valued and practiced, and s/he maintains high standards of ethics, honesty and integrity.

Commendations

- Dr Bodie is constantly evaluating the performance of the school system
- Dr Bodie has recommended organizational changes that have benefited the APS

Recommendations

- creating an organization for the top level of administration that helps the APS further the educational experience of student in the coming year

4. Personnel Management Jeff Thelmer

The Superintendent develops and oversees the execution of sound personnel procedures and practices, and applies procedures and techniques as required by contract and law in the supervision of staff. S/he clearly defines roles and responsibilities of Central Office employees and other administrators. The Superintendent sets high, consistent expectations and standards for effective staff performance and holds every employee accountable for meeting them. S/he obtains input from parents, staff, and community groups when hiring key administrators (e.g., principals, Assistant Superintendents, etc.). She works effectively with collective bargaining units to ensure high quality teaching and learning in our schools.

Commendations

- Dr Bodie has begun ensuring all roles and responsibilities are updated and well documented
- input from all stakeholders is always used when hiring key administrators
- Dr. Bodie has been instrumental in collective bargaining

Arlington Public Schools

(3)

Recommendations

- complete the updating of roles + responsibilities of all admin + staff

5. Community & Public Relations Judson Peirce

The Superintendent strives to maintain community respect and support for the school system, promotes partnerships among parents, businesses, and other community agencies, and assesses the needs of parents and community members and involves them in decision-making. The Superintendent is an effective spokesperson for the school district, and s/he works effectively and cooperatively with other town leaders and agencies. S/he plans, initiates and carries out activities to inform community of the mission, goals and accomplishments of the system and responds effectively to identified problems of all groups and individuals

Commendations

- Dr Bodie is proactive in involving stakeholders in applicable decisions
- Dr Bodie works well with other town officials and is a positive voice for the APS
- Dr Bodie engages the community in informed through her superintendent's report at every SC mtg, her emails, and the website

Recommendations

- Responses to issues and concerns from community members and parents could be more timely
- More frequent news out to all parents on the good and exciting things going on in all of our schools is needed

6. Business and finance operations Kimi Nisim - Ampe

Arlington Public Schools

The Superintendent effectively plans for all the financial needs of the school system including programs, staff, facilities, equipment and supplies. S/he controls expenditures with a high degree of efficiency, within budget limitations, and obtains maximum return of investment. The Superintendent, either individually or through a member of his or her staff provides clear, concise presentation and explanation of the budget and budget process. S/he informs the School Committee of the budgetary implications of administrative decisions in a timely manner. The Superintendent and her staff keep the School Committee informed of the district's financial status and budgetary implications of administrative decisions in a timely manner. The Superintendent oversees the development and execution of procedures to assure the safe and orderly maintenance of all facilities. S/he communicates with school building committees and effectively manages all school-related capital projects.

Commendations

- Dr Bodie ensures that the SC and community have a clear picture of the budget
- Dr Bodie is an integral part of the Thompson rebuild process

Recommendations

- More timely communication on financial news - good or bad -
- A complete facility analysis and recommendations for upkeep, repairs and major renovations for all schools is needed

Section II: Major District Goals

Cindy

Major District Goal 1: Ensure all Arlington students are
well prepared for academics, social, emotional, and
vocational success in the 21st century

Commendations

- Arlington students continue to perform well on state assessments
- New initiatives in the district are welcomed, embraced and help students reach their potential in many subjects
- Social/emotional climate at Ottom has improved
- Narrance is amazing
- Powerschool parent portal is an amazing parental resource!

Recommendations

- middle school performance on state assessments needs to be improved
- advising at AHS needs consistency and leaders need PD on how best to make use of this time with students
- social/emotional climate at AHS needs focus
- more common assessments needed at Ottom

Bill

Major District Goal 2: Create systems for increased
communication and collaboration across the
district

Commendations

- love the superintendent's cover story in AEM
- documents are posted to the website in a timely manner
- special education collaboration is improving

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Recommendations

- more regular district news put on the website or sent out to all parents
- like to see more communication between 5th and 6th grade teachers as well as 8th and 9th grade teachers to clearly articulate expectations and needs as students matriculate to different schools.

Wes

Major District Goal 3: Provide the tools, infrastructure and
systems to support district initiatives and
learning environments

Commendations

- budgets are more in control
- Thompson rebuild is in full swing
- redistributing planning is underway

Recommendations

- redistributing planning needs to be clearly communicated to all elementary stakeholders with input from the entire community taken at least once during the process

Arlington Public Schools

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Section III: Summary Comments

1. Summary Commendations and Recommendations

Please provide additional commendations and recommendations and summary comments below:

Commendations

Overall the first 2 years that Dr. Bodie has led APS have been building years. Dr. Bodie has created a cohesive, well working team of administrators which has led to many commendations and accolades to many schools in the system. Her genuine care for the APS comes through in her endless hours and hard work to keep them running in tremendously difficult times.

Recommendations

As we move forward, a comprehensive set of visions on the administrative team, the facilities of the schools, and a plan on ~~the~~ improvement of communications out to the parent community need to be created.

Summary Comments

Approved by the Arlington School Committee June 28, 2011

Arlington Public Schools

Leba Heigham Superintendent Evaluation comments.

Section I: Core Competencies

- Committee-superintendent relations

Ms. Heigham commends Dr. Bodie in making herself available to the School Committee members and any information presented to Dr. Bodie is amended pertaining to School Committee and maintains a professional relationship with the committee members.

Ms. Heigham recommends that Dr. Bodie could be more proactive with details and weed out certain details of information through the School Committee Chair before sending all information not pertaining to School Committee members.

2. Educational-professional leadership

Ms. Heigham commends Dr. Bodie for her professional leadership and high degree of function with leadership and students exceed status requirements. Ms. Heigham recommends that Dr. Bodie should have been in a reactive mode given the budget shortfalls and set prioritization and transparent planning and would like to see end results and visioning.

3. General District Management

Ms. Heigham echoes what others said of Dr. Bodie on the Thompson and Stratton School and oversight to the full commitment to students and oversight she provided to Redistricting and the way she manages class sizes and growth. No Recommendation.

4. Personnel Management

Ms. Heigham said she commends The Superintendent as she was selling the contracts and hiring of new principals, Human Resource Director and provides opportunities for professional growth in the system and allowing more opportunities. Ms. Heigham said she understands the idea of the interim situation as a cost savings but now we need more forward and key personnel to be proactive with evaluations and provide leadership.

5. Community & Public Relations

Ms. Heigham said she commends the Superintendent with the Parent Portal and also the outreach presented to the Finance Committee, Town Meeting and the materials sent in Budget Book to Town Meeting and the way the information was presented in a clear manner so the public understood it. Ms. Heigham said of Dr. Bodie in the area of recommendations and growth she echoes Dr. Ampe and would like to see growth to the Arlington Public Schools website, strive to add communication and outreach on translations issues as mentioned in the Corrective Action Plan for parents and continue to be on the cutting edge and be proactive.

6. Business and finance operations

Ms. Heigham commends Dr. Bodie on greater transparency of the budget; with job descriptions and cross training has begun. Ms. Heigham recommends Dr. Bodie to not let her guard down on oversight and communicate with the school Committee when problems arise.

Section II: Major District Goals

Goal 1- Ms. Heigham echoes others and commends Dr. Bodie on student improvement on district assessments and national assessments. Ms. Heigham recommends the middle school needs more attention, as does the special population of students.

Goal 2 – Ms. Heigham commends Dr. Bodie for improving communications on rolling out the Bullying Plan, the training of staff and recommends more proactive ness.

Goal 3- Ms. Heigham commends the Superintendent's Technology Plan but unfortunately we cannot fund this, and account user policy, and training, budget tracking system that's now in place and more deliberation on ideas. Ms. Heigham recommends improvements on visioning, shorter-term goals and wants the enveloped pushed to look at where we will be in 20 years from now and develop that vision.

Ms. Heigham final summary commends Dr. Bodie, Superintendent on areas of growth and said the committee had asked Kathy to improve on how she expresses what she has to say to the committee and her outreach to the School Committee members has improved, as does the information she provides to the community. Dr. Bodie has also shown a fiscal responsibility on classroom sizes and has implemented new programs and commends her continue growth, responsive and needs from school committee members. Ms. Heigham said the committee had asked Dr. Bodie to evaluation her skill set and what her role should be and Dr. Bodie did this by hiring the Chief Financial Officer and Human Resource Director. Ms. Heigham recommends more time on a vision and providing a vision plan.

Executive Session

Ms. Heigham moved to enter Executive Session at 9:16 p.m. to conduct strategy sessions in preparation for negotiations with union and/or nonunion personnel or contract negotiations with union and/or nonunion in which if held in an open meeting may have a detrimental effect. To conduct strategy with respect to collective bargaining or litigation, in which if held in an open meeting may have a detrimental effect, Collective bargaining may also be conducted, exiting only to adjourn, seconded by Mr. Hayner.
Roll Call: unanimous 6-0, Mr. Curro had exited at 9:02 p.m.

Adjourn

Mr. Hayner moved to adjourn at 9:40 p.m. seconded by Ms. Heigham.
Voted: 6-0